

# UT AUSTIN'S SENIOR SERVICE COLLEGE FELLOWSHIP PROGRAM

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## Introduction

The Army Fellowship Program is governed by Army Regulation (AR) 621-7, *Army Fellowships and Scholarships*. This AR requires that fellowships be offered at educationally superior agencies and institutions and senior officers be provided with a Military Education Level 1 (MEL 1) experience, as well as exposure to subject matter areas they would not otherwise receive at a traditional senior service college (SSC). The Senior Service College Fellowship Program (SSCFP) at the University of Texas (UT) at Austin meets the educational requirements of both the Army and the Army Acquisition Corps (AAC) by mirroring certain blocks of the Army War College (AWC) curriculum and leveraging the wealth of research, science, and technology at UT Austin.

The fellowship program consists of an acquisition track sponsored by the Assistant Secretary of the Army for Acquisition, Logistics and Technology and a modeling and simulation (M&S) track (live, virtual, and constructive) sponsored by the Army Deputy Chief of Staff for Operations and Plans. These two tracks are integrated and run concurrently, providing the fellows with instruction on both acquisition and M&S-related topics and their applicability to doctrine, training, leader development, organization, materiel and soldiers as well as the Army's transformation to an objective force. Fellows reside in Austin for approximately 10 months and, upon completion of the program and graduation, are awarded a MEL 1 designation.

## Selection Process

Annually, a centralized Department of the Army (DA) selection board designates Active duty military officers for SSC attendance. When the results are released, the U.S. Total Army Personnel Command slates designated attendees to war colleges and fellowship programs.

Reserve component (RC) officers (U.S. Army Reserve (USAR) and Army Reserve National Guard (ARNG)) are chosen much the same way as Active duty officers—by selection board. To qualify, RC officers must be an O-5 or an O-6, possess a master's degree, and have at least 2 years remaining prior to a mandatory removal date.

Civilian AAC personnel apply for attendance to the AWC or an SSCFP in accordance with Chapter 2 of *The Army Civilian Training, Education and Development System (ACTEDS) Training Catalog*. This catalog can be accessed online at <http://www.cpol.army.mil/train/catalog>.

The UT's Center for Strategic Analysis (CSA), formerly known as The Center for Professional Development and Training, manages the UT Austin fellowship program. Fellows attend classes focused on the development and implications of public policy, as well as in their particular areas of interest. CSA provides numerous short seminars and tours throughout the year on issues relevant to national security, acquisition, future technology, and M&S.

The 2000-2001 UT Austin SSCFP is totally representative of "One Army." The class consists of five Active duty military officers, two USAR officers, two

ARNG officers, and one DA civilian. Seven fellows comprise the acquisition track, two make up the M&S fellowship, and the DA civilian is pursuing a master's of science degree in science and technology commercialization at the Innovation Creativity Capital (IC2) Institute.

## UT Austin

UT Austin is a Tier-1 school, ranked among the top 50 schools in the Nation, and is world renowned for the quality of its faculty, research expertise, and excellent academic programs. The UT faculty is distinguished both nationally and internationally and includes Nobel laureates and leaders and former leaders of government, business, and academia. A recent addition to UT is the very high-tech Applied Computational and Engineering Science Building designed specifically for faculty and graduate students to interface while conducting research.

UT Austin provides unparalleled opportunities for fellows to experience world-class instruction and exposure to public policy, business, acquisition, and engineering experts—experiences few could replicate.

## SSCFP

The UT SSCFP consists of a trilateral approach addressing the relationships among national security policy and processes, critical technologies and applications on the future battlefield, and the industrial base. While these modules represent the core components of the program, each fellow is able to audit graduate-level courses at UT that enhance their particular areas of expertise. The courses most often pursued are in the fields of engineering, communications, computing, negotiations, business, and leadership.

## National Security

The national security module commences with a comprehensive presentation by MG David Goodrich (USAF, Ret.), former Commandant of the Industrial College of the Armed Forces and a current Naval War College Professor. This presentation introduces the elements of national power and the organizational structure and processes for the Office of the President, Congress, the National Security Agency

(NSA), DOD, and the Department of State.

These components are expanded on at UT's Lyndon B. Johnson (LBJ) School of Public Affairs. Fellows audit two courses during the year: Policy Development taught by Professor Elspeth Rostow and Perspectives in Public Policy taught by ADM Bobby Inman (USN, Ret.). Both Rostow and Inman have extensive experience in national security strategy formulation and execution and, through classroom instruction, are able to share their tremendous insight and knowledge with the fellows.

Augmenting this module are additional guest speakers from DOD, other Services, the State Department, and other national agencies. For example, Dr. Edwin Dorn, former Under Secretary of Defense (Personnel and Readiness) and current Dean of the LBJ School of Public Affairs, provides insights relative to education, technology, defense, and the Executive Branch. In small discussion groups, fellows spend 2 to 6 hours with each speaker. Also scheduled are symposiums such as the San Antonio World Affairs Council.

### Critical Technologies

The critical technologies module introduces fellows to new technologies and applications that are pertinent to the future battlefield and developed by industry and academia. Scientists and engineers employed by UT centers and laboratories or local industry present a myriad of special survey courses, technical seminars, and guest lectures. Topics include microelectronics, robotics, electric guns, hybrid vehicles (electric), electric storage devices, directed energy, biological and chemical defense, biotechnology, networking, and advanced computing. Reinforcing these offerings are seminars presented by the IC2 Institute addressing technology issues relative to the rapid development, transfer, and commercialization of emerging technologies. Finally, fellows visit and tour Division XXI at Fort Hood, TX, approximately 65 miles northwest of Austin, to familiarize themselves with the technology in the digitized division.

### Industrial Base

The industrial base module features tours and briefings at local industries, the University's Quality Manage-

ment Consortia (QMC), and guest speakers to round out the UT fellowship experience. Fellows also get a rare opportunity to gain exposure to the "dot.com" industry and established computer companies. During these visits, corporate executives and program managers discuss their company structure, mission, programs, and innovative technologies, as well as conduct tours of the facilities and laboratories. The QMC also conducts semimonthly executive-level leadership seminars on a broad range of topics. Each class also visits Stewart Stevenson Corp., the company that manufactures the Army's Family of Medium Tactical Vehicles. This visit includes a briefing about the company, the challenges of manufacturing and testing, and contracting issues.

In October 2000, the General Officer Steering Committee, providing oversight to CSA, recommended that the fellowship program also incorporate presentations from and visits to small, entrepreneurial businesses. This will allow fellows insight and understanding of how these enterprises rapidly develop and commercialize new business, improve manufacturing processes, and incorporate innovative technological approaches.

### Culminating Event

The fellowship culminates with a strategic-level crisis reaction exercise designed around three separate scenarios involving Korea, the Baltics, and Russia. This exercise provides capstone training in developing strategic direction for U.S. foreign and military policy. Fellows role-play senior leadership positions and choose either a political or military solution depending on the circumstances of the crisis. They also develop strategies, force structure, and resource allocations, and present courses of action to NSA and Vice Chairman Joint Chiefs of Staff. A retired Army lieutenant general leads the exercise.

### Program Enhancements

Future program changes include increasing emphasis on strategic studies and analysis dedicated to acquisition issues, enhancing the emerging critical technologies and industrial base modules, synergizing with Fort Hood and Division XXI, and incorporating more "jointness." To accomplish this,

CSA intends to extend relationships with the acquisition community, expand linkages to the LBJ School of Public Affairs and the School of Business, and initiate relationships with entrepreneurial businesses to understand the "venture-capital" business and market process. Additionally, other Service and government agency fellows and speakers will be included in the class structure and curriculum.

CSA is establishing a 2-year fellowship position. The individual will attend the UT SSCFP for the first year, followed by a year as the Program Director for CSA's Strategic Studies Cell. This initiative is supported by the Director of the Army Acquisition Corps and is scheduled for implementation in 2002.

### Conclusion

SSCFP provides a distinctive MEL 1 experience unparalleled by any other SSC program. It is highly regarded and supported by Army senior leaders (active and retired), distinguished guest speakers, and university professors. UT Austin and the local vicinity accords a tremendous opportunity for Service personnel to enhance their expertise in national policy, strategic acquisition issues, emerging technologies, and both Defense and high-tech industrial base organizations. This is an experience not to be missed!

For more information on the SSCFP at UT Austin, contact Jim Pollard, (512) 232-4560, [Jim\\_Pollard@iat.utexas.edu](mailto:Jim_Pollard@iat.utexas.edu); or Dr. Jerry Davis, (512) 232-4554, [Jerry\\_Davis@iat.utexas.edu](mailto:Jerry_Davis@iat.utexas.edu) at CSA. Additional information is also available on the UT Web site at <http://www.utexas.edu/research/cpdt>.

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